

MIDCAREER COURSE NO. 12

COURSE REPORT

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General Observations

Midcareer Course No. 12 was conducted from 9 April to 19 May. It ran with no crises, flaps, or major changes from the schedule. Overall comments from the students ranged from "the best course I have had in the Agency" to a mildly enthusiastic "a well planned course". There were no comments which reflected dissatisfaction or major criticism.

The Deputy Director of Central Intelligence opened the proceedings on a high note and in his informal, friendly manner established the stature of this course.

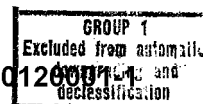
Our penultimate speaker was Robert Bowie, Counselor of the Department of State, whose remarks were particularly appropriate. He stressed the necessity for intelligence officers to be aware of the long term trends in the environment in which they work. Although not downgrading short-term reporting, he urged constant awareness of the bigger issues, the more enduring direction and changes toward which a society is heading. His talk was a fine finishing touch to the whole broadening effect which the final phase of the course accomplished.

Although obviously suffering from a bad cold, the Director graciously appeared as our final speaker. In his usual direct and positive manner, Mr. Helms reaffirmed his and our commitment to the Agency. We all left the room feeling a little taller.

Only twenty-nine students completed the Midcareer Course this time. Thirty-two were nominated but three were withdrawn before it convened: one from SB Division, one from [REDACTED], and a Support Officer attached to WE Division. In addition, the SB Division replaced its second nominee at the end of the first week because of an unforeseen operational requirement. The WH Midcareerist also was unable to attend Phase I because of his responsibilities in connection with the President's trip to Latin America. Finally, one student from

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FE was unable to accompany us on the field trip because of pressure to get started in his new job in the Operations Center.

The Managerial Grid seemed to consolidate the group and gave a focus to the remaining weeks. The class certainly was management oriented from this point on. This was clear from the tenor of the questions during the remaining schedule.

Phase II had the usual effect of updating the participants. All the students appreciated the chance to have informal discussions with Agency executives who, in many cases, had been only "names" to them previously. Beyond the acquisition of substantive knowledge, this informal "mixing with wheels" was of inestimable value.

Phase III seemed to be the apex of the course this time. Good speakers from other agencies and the academic community attracted the most praise in the critiques, and the field trip to SAC Hqs., missile sites, and NORAD Hqs. put the capstone on the whole effort.

Perhaps the best proof of class interest and participation in Midcareer Course #12 came from comments by various speakers who noted with pleasure the obvious interest the class showed in their respective subjects. As further evidence of their determination to make the most of available opportunities, the Midcareerists set a high standard for participation in athletics ranging from basketball, swimming, and tennis to bicycling and fishing. There were numerous devotees to all these activities.

#### Phase I

The class emerged from the Grid week knowing each other very well, unified, and certainly stimulated. They found the week's work highly interesting and of considerable value. The major values perceived were the inculcation of candor, the opportunity for self-appraisal, and the understanding of requirements and techniques for effective team-work. To a man the Midcareerists felt the Grid could achieve maximum results only if it were conducted at [REDACTED] where the class could be completely immersed in it and where discussions could be carried on informally beyond normal working hours.

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The phase received laudatory comments from the students. The chief complaint seemed to be that they wished they could have had this exposure earlier in their careers. It served, they said, to remove parochialism and refocus on the objectives of the Agency as a whole.

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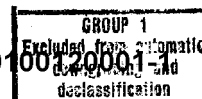
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Several new speakers participated during this running of the course. [REDACTED] was very well received as the OCI spokesman. [REDACTED] handled the TSD coverage. Perhaps because he has not been in the job long enough to feel comfortable, it was a mediocre presentation at best. Because of a "county fair" at Headquarters, TSD was unable to put on its equipment demonstration and this, of course, detracted from the impact of their segment. [REDACTED] joined [REDACTED] in an informal evening discussion. This was Mr. [REDACTED] first exposure to Midcareerists and the reactions were enthusiastic. He wants to come again and the class advised future invitations. [REDACTED] gave the Security Office briefing and was considered by the class to have provided an uninspired but adequate coverage of the topic. At the urging of the Midcareerist from his own office, John Clarke replaced [REDACTED] as the speaker on Planning and Programming. Clarke gave his customary scintillating, inspired presentation although he was unable to bring the usual number of slides.

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Only two presentations in this phase received criticism by the majority of the students. [REDACTED] delivery and the repetition in the substance of his talk on Communications were the subject of critical comment. Many of the students also found [REDACTED] report on the [REDACTED] given in a rather detached manner without being very well organized. Excellent speakers were the rule and it would be difficult to stipulate the best of an outstanding cast. Those on everyone's list, however, were Carl Duckett, Sherman Kent, Art Lundahl, [REDACTED]

The individual presentations by the students during Phase II were intensely interesting. They complemented very well the more formal talks by component heads. Without exception, each had to be brought to a halt by the monitor because of time considerations.

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As an innovation, we combined forces with the Chiefs of Station Course for several days and found this to be a useful and efficient way to utilize speakers. The courses combined to hear

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spoke alternately to the two courses. We suggest adopting the same procedure in the future when the courses coincide.

### Phase III

Phase III received unanimous praise from the students. The essence of the comments centered on the broadening effect of this element. As one participant expressed it "Eye opening . . . . this phase destroyed any parochial Agency view while renewing pride in the Agency. It was an essential supplement to Phase II." Another emerged re-impressed with the importance of determining enemy intentions inasmuch as our knowledge of their capability was amply demonstrated. "Sobering but invaluable" . . . . "extremely informative and well planned" . . . . "highly educational" . . . . "the diversity made for its success" . . . . "of lasting value because of exposure to view-points from outside" . . . . "broke down inbred attitudes" were other typical comments.

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The day devoted to the Soviet Union, consisting of talks by [redacted] on Soviet Internal Political Developments; John [redacted] on Foreign Policy Developments, and [redacted] on the Strategic Military Threat, was cited as the best day of the unit although [redacted]'s presentation on Communist China in Historical Perspective received the most kudos for an individual presentation.

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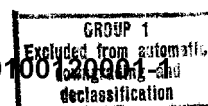
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The new speakers introduced into this phase were very well received without exception. [redacted] who spoke on Insurgency: Indochina 1946-1954, received the highest praise from the group. His was a stimulating talk characterized by skill and candor and, combined with [redacted]'s presentation on Vietnam: Trends and Developments, served to cover the subject of Counterinsurgency in excellent fashion. L. Dean Brown of the State Department was our other addition to the course. Speaking on Africa - Problems and Prospects, he was articulate, candid, and well organized. His impact

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is best summed up by a Midcareerist's comment: "another encouraging example of State keeping a realistic perspective".

The field trip was, beyond any doubt, the highlight of the course and obviously influenced the class to prefer Phase III as the best segment. At Warren Air Force Base in Cheyenne we traveled to Minute Man missile sites by helicopter for the first time (instead of by bus) and this made for an efficient, well organized, and exciting morning which offset a rather pedestrian tour of maintenance facilities in the afternoon. At NORAD the class enjoyed and was impressed by the tour of the Cheyenne Mountain complex. This impression was not dulled by an uninspired briefing given in the Current Intelligence Indications Center, the only poor briefing we received at NORAD. The talks during the remaining day and a half were first rate and showed the care which [REDACTED] had taken to arrange them. The class liked the NORAD briefings better than those done at SAC which some felt were too professional and too perfunctory. At NORAD the briefers seemed more willing to invite and respond to class questions than at SAC. Incidentally, in his closing remarks [REDACTED] complimented this class for their probing and intelligent questions and mentioned that the briefing officers had indicated to him their appreciation of this responsive audience.

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#### Special Items

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The impending loss of [REDACTED] at SAC Hqs. and [REDACTED] at Norad Hqs. undoubtedly will have some adverse affect on future field trips to those installations. The arrangements made by both men will be much more difficult to handle without either of them being on the scene. From our purely parochial point of view, it is regrettable that the Agency has decided not to replace these officers.

[REDACTED] our regular project Officer at SAC Hqs., relayed the additional bad news to us that our visits to Offutt AFB would have to be suspended "for the time being." It seems that SAC Hqs., and in particular the Intelligence Directorate, which does almost all of the work for us, is beginning to feel the effects of the war in Vietnam. Understaffing and the problem of inexperienced replacements have forced the request that we not include SAC Hqs. in our itinerary for a while. However, we were advised to inquire in the near future to see if the situation has changed.

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## OVERALL VERBATIM COMMENTS

### I. O/DCI Midcareerist

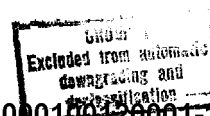
"Top drawer! Most interesting, meaningful and useful course I've ever had in the Agency or under Agency sponsorship. My criticisms of some of the specifics are insignificant when compared with the many advantages and strong points of the course. I do have one suggestion, however. I think the course might be still more valuable to the student if it could be taken between assignments. It's hard to change one's ways and even harder to do so in the familiar environment of the old job. The MCC would be a fine way to bridge assignments!!"

### II. DDS&T Midcareerists

"The six weeks went much faster than I thought possible. The courses were interwoven in such a way that to get the full benefit of the overall course you could not just attend part of it. The Course ran extremely well and I felt no real let down during any part of it. I am not inferring here that all the speakers were excellent but more that the overall quality of the Course held up very well. I think that one of the subtle behind the scenes operations that demonstrated good management in action was the excellent management of this Course by all involved. I think above all that this will be in the long run what makes or breaks the Course. Sorry to see you go Charley. I know Hugh will have a tough act to follow and there is no doubt in my mind that he will do just as excellent a job. Thanks."

"I feel the time was very well spent. It was especially helpful to me since I have been with the Agency a shorter time than the average. This fact causes me to think that possibly the whole course would be more effective if offered to the group with about 5 years service. The "Midcareer" 15 year point might be too late to be most effective."

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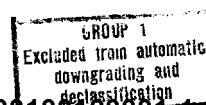
"The Course is excellent! I feel very fortunate that I was chosen to take it and hope that they continue it. The overall view provided of the Agency was the most valuable portion. I would judge the Grid the next most valuable although the trip was the most fun."

### III. DDP Midcareerists

"I can not imagine by what other means directorate personnel can learn of other Agency activities, or Agency personnel of the complexities of U.S. policy and strategy. Given the limited availability of good speakers, it is hard to see how they could be improved. The field trip was indispensable to the course. The Administration of the course was highly professional, and the facilities generally excellent. The course has done much to destroy personal/Directorate views while simultaneously renewing pride in the Agency itself. After some fifteen plus years of professional disappointments and frustrations, the course does much to recharge our batteries, and renew our professional dedication."

"This is the best course I have had in the Agency. I think the way it was organized into three separate phases with an orchestrated approach broadening in scope to encompass almost all major areas of political, military, and intelligence activities involved in national policy was excellent. I also think the system of receiving the students from all Agency directorates and components was very valuable in increasing the breadth of knowledge and experience each of us was able to obtain by personal contact. I do think we could have had better speakers from the DDP representation, although several of them were very good, however, the balance was uneven."

"Personally, I feel very gratified that I was exposed to the course and wish that circumstances had permitted this earlier in my career. One overall impression that is perhaps uppermost in my mind is the high level of the students in the course. The students impressed me as being highly qualified in their particular fields and conversant in other fields, as well. I believe the Course is a vital necessity for the development and growth of our organization."

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"The Midcareer Course is an excellent one. I feel privileged to have been a student and to have had the opportunity to emerge from the limited shell and see the world of intelligence, with a much broader perspective. It's the kind of course where I'm convinced the future dividends produced for the Agency will be enormous. In addition to the factual knowledge imparted during the course, the most valuable contribution of the course is the friendships and personal relationships that are developed. This is bound to lead to better unit to unit communication with all the concomitant benefits."

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"The getting together with 30 Agency people, from all Directorates, and listening to problems and organization, both of this Agency and other U.S. Agencies, was an interesting, at times fascinating experience. I found the course to be an enjoyable and interesting exercise. One of the better courses I've had. Mr. [REDACTED] should be complimented on his excellent organizational and managerial abilities. He literally made this course and his attention to detail made things run very smoothly."

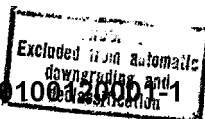
"The quality of the students in this course was brought home to me every day in a variety of ways, and getting to know them was a very important part of the whole course. The "mix" of areas covered in the course was outstanding. My criticisms, which are basically minor ones at best and are mentioned elsewhere, in no way alter the fact that this course has helped me to appreciate the problems facing our government and has given me some idea how we are trying to solve them."

"This is an excellent course which accomplished what it set out to do: a break in daily routine, a chance to get to know the Agency and some of its people better, and to put this into a broad perspective. This is a rewarding course. It has excellent direction and management from the staff. Aside from a few individual details, the whole package was well done."

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"In an Agency that has tended to focus attention on youth and their training (CT's), it is refreshing to have the work of "ex youths" recognized. A very excellent course for which Mr. [REDACTED] deserves a tremendous amount of credit."

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"I have learned from the course and don't regret it. I must point out, however, that in any learning situation from which I have felt a permanent benefit, as in college, the pressure has been intense - at least three times the pressure here. The course gives rather the impression of a mildly pleasant interlude and break in office routine than as a learning situation at all. Within this context, the six weeks perhaps contribute to the maturing process they are intended to foster. For a judgment of that, you should come around again a few months from now."

"Kudos to all for a well-organized program, an affable atmosphere, and a high degree of sensitivity to course members. If treated seriously by the management, this course would go a long way towards creating a sense of elitism among Agency officers which I find to be sadly lacking."

"As a whole-very well managed and valuable course. The chief value to me was the opportunity to be with a cross-section of Agency officers of a professional level whom I have come to know fairly well. The course contents were appropriate and well administered. Some of the speakers could of course have been better, but this was certainly no fault of the OTR staff. Mr. [REDACTED] and his staff are to be congratulated for putting on a very good show. I hope that the 'letting our hair down and talking brass tacks' spirit which has pervaded this course will continue."

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"As already stated, I highly approve overall format of course. Would suggest that first part-management-be expanded. Perhaps by bringing a few outside speakers in various aspects of management such as personnel, planning, etc. Feel that somehow students should participate more in phase III, perhaps by seminars of groups of students to discuss, or debate, a topic relevant to that days' (or, perhaps better, the next days' subject). This would stimulate interest and specific questions."

IV. DDI Midcareerists

"Simply great. It has been the most rewarding training experience I've had in the Agency. I wish I could have had it five

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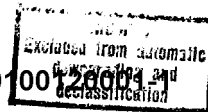
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years ago (when I was mid 30 and ten years with the Agency). I think I am going to be a better 'executive' because of my exposure. I consider it a wonderful opportunity and am grateful that I was chosen for the course. [REDACTED] has been a great monitor and I think [REDACTED] added much to the administrative success of the course. I think the breakdown into sections - grid, Agency, the wider world - is a satisfactory way of organizing the course. 25X1A

25X1A One administrative note: I think it was nonsense to keep us at [REDACTED] over the weekend. I enjoyed my stay at [REDACTED] but family responsibility was more important than what we accomplished for that weekend. I felt the Saturday/Sunday schedule could have been compressed and put into the schedule elsewhere." 25X1A

"I will repeat again what I heard from friends who previously completed the Midcareer Course before I was selected to attend. This is the best course I have ever taken and ever hope to take. It has most certainly broadened my view of the Agency and its place in the community and most important, it has put into perspective the problems of my own component which seemed so all encompassing and unsolvable before. Meeting and getting to know so many people of such varied background and experience and finding that I could survive mentally, physically, and socially in their midst has caused me to believe that there is hope for me and all of us in the future of this Agency."

"From start to finish this course has been the most valuable training which has been provided me since I have joined this Agency. Several times during the course I noted things in its conduct which appeared to have no valid basis and were frankly aggravating, but by the time each phase had ended, I understood the reasoning behind and the value of each. The course is well planned to be of maximum value. One part, informal and not subject to real written appraisal, was of especially significant and lasting value. This was the personal contact with representatives of various components of the Agency. This has resulted in appreciation of such components' function and in general greater respect of individuals working therein. Such business friendships (and even personal friendships) formed through this course must benefit the individual and the Agency. My thanks go to all the OTR staff involved in the course for making it what it is."

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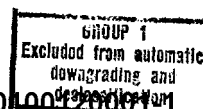
"The Midcareer Course is clearly a valuable experience for any Agency employee who is sincerely interested in the intelligence business and who either has or is likely to have some degree of responsibility beyond the normal working level. Each of the three phases contributes an important and useful part to that experience, although there is room for considerable improvement in one or two aspects of all three phases. Aside from the formal sessions and materials assigned, the chance to make the personal contacts with a good cross-section of Agency professionals is most valuable; the more offices represented the better. I would suggest some thought be given to having the course come a little earlier for some people i.e., that the upper age limits and/or experience requirements be lowered with potential for leadership given more weight in selection of candidates than years of employment or grade."

"The course provides an opportunity for the individual to catch up on the total picture of the Agency and to evaluate his own position and contribution in the system. The frank (in most cases) discussion of Agency activities and attitudes before exposure to programs of other agencies provided a good base for evaluation of the outlook of both the Agency and other elements of the government. As an individual I am pleased to come back to my small corner of Agency activity. The value of the contacts made during the course is a high point of returns from the course. Only time will tell the true value to the Agency. Just knowing your contact has been exposed is one element of mutual understanding in personnel relations on the job. The value of the course is increased by kicking off with the Grid. This is not a vacation to sleep through. Back room arguments are essential! The weekend the group was held on the farm was slow. Keep up the schedule with perhaps only Saturday night at the club and Sunday A.M. for church."

"Weakest presentation was NSA, by far! Next was a portion of NORAD, and both suffered same problem--attempted discussion of technical areas by non-substantive briefers. With a group like ours, this does not work! Rest of course was good and useful. I was satisfied with the overall mix, with exception that two days could be cut off grid and split between parts II and III."

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V. DDS Midcareerists

"Course well planned and executed. Extremely interesting and informative. Thought the order of presentation, commencing with the grid and closing with the trip, was correct. Choice of speakers presented a well rounded view of the government community as a whole entity and of their problems and thoughts. Very much expands your horizons from the immediate office of work to one of awareness of being part of a larger effort."

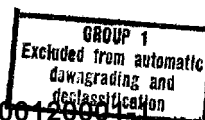
25X1A "I thought it was very valuable. It was refreshing to get away from the day-to-day grind. More importantly, it gave us a chance to review the work and problems of the Agency and that part of the U.S. Government concerned with international affairs. Even though the Agency has problems, I have a greater appreciation than ever of how important the Agency is and what a good organization it is. I think [REDACTED] has made a great contribution to the course and will be greatly missed."

"Very interesting and of significant value to me. Made me realize how important the Agency's role is in the intelligence community. As a manager, made me realize that everyone has problems and they can be worked out if brought out openly and discussed thoroughly. As a career employee of the Agency it has certainly made me more dedicated than before. Gave me a thorough picture of other elements within the Agency and U.S. Government that I was not familiar with in the past. The most important aspect was the educational value of the complete course. Being from the DDS I do not come in contact with these areas of operation."

"A very fine course-as I have stated previously I would prefer some other way of learning to the lecture approach but I can offer no alternatives. I may sound like a broken record but I wish again to compliment the staff-the field trip (as with earlier portions of the course) showed a lot of leg work and fine planning and I thank you for a job well done."

"This has been an excellent, if belated, opportunity to re-orient myself with both agent functions and principles and the

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entire National Defense structure. There are areas of the course which I feel are somewhat redundant and, in general, the length of study could be reduced. This, however, is a minor criticism and I feel that there has been fine group participation in most of the presentations. I would recommend that Part III (excepting the field trip) might be given before Part II in order to gain informative insight into the classified discussions. Furthermore, I would encourage greater use of the small group discussions, as initiated in the Grid Program, throughout the whole course. The planning and personnel of OTR during this course was outstanding."

"A well planned course. This course gave me a much better understanding of the functions and activities of the various Directorates which should help me to provide better support. Working with groups of other directorates should help to improve overall job effectiveness through better inter-office relations. Phase III helped to tie-in Agency role to USG structure. Overall-very educational and beneficial."

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